

# Effect of Motivation and Staff Skills on Employees Productivity in County Governments in Kenya: A Case Study of the County Government of “L”

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**Abstract:-** Productivity is a requirement for organizations employees. There are various factors attributed to the level of productivity in an organization. The recently formed county governments in Kenya have been faced with the problem of poor service delivery which can be attributed to employee low productivity. As such, this study set out to understand some of the factors that have resulted in the low productivity among county governments with the “L” county government being a case study.

The study has the specific objective of understanding the effects of motivation and staff skills, on the productivity of employees at the county government of “L”. Literature review has shown that indeed various factors are at play in determining the level of productivity. However, the specific effects these factors have on productivity of the employee still needs to be determined. For this reason, the researcher has set out to collect and analyze data on the same. The study employed a descriptive research design where the effects of any given factor are described. The data collection tool used was questionnaire which offers a lot of advantages which the researcher has taken. Data was collected from a sample drawn from employees of the “L” County working at the headquarters. The sample was determined on a stratified random case to give every employee an equal chance to be part of the sample.

Data collected was analyzed manually and presented in tables and percentages largely describing the correlation between a variable and the effect it has on productivity. From the analysis, the study found out that indeed, there is a strong correlation between motivation and productivity whereby, the more motivated employees are, the higher the likelihood of more productivity. The study also found out that workers skills and levels of education are important to a very large extent in raising productivity.

The study recommend that county government leadership needs to facilitate training and acquisition of skills for the employees to be more productive. It also needs to motivate the employees for productivity to rise. The results of the findings are important to the other county governments and the national government and indeed to all organizations in that they can be used as guide in enhancing productivity in Kenya.

**Key Words:** Commission for University Education, Human Resource Management, Information Communication

**Technology, Service Delivery, Performance, Productivity, Motivation, Employee Skills**

## I. INTRODUCTION

There is no question that productivity in any organization is important for the good performance of the organization. Identifying the factors that influence productivity is a research done over the years all over the world indicate that productivity is affected by relatively few factors, some of which are organizational specific while others can be seen as universal. According to Armstrong, (2006), workers are generally aware of the factors that inhibit their performance. However, the way the government works is case specific and as such the need to identify those factors. Identification of the specific productivity factors relevant the government sector workforce may yield opportunities for significant productivity gains in public sector. According to Lawrence (2010), a comparison between productivity advancement in governmental organizations and those in the private sector reveals that the governmental organizations have not kept pace with the increases in productivity as found in the private sector.

According to Armstrong (20002) an organization's success mostly depends on the employees. The level of employee performance determines the level of organizational success in any industry. Chebet, (2015) argues that exploring and understanding those factors that affect the employee performance and hence productivity is of major concern in every Economy worldwide. A study by Coole in 2009 found that productivity level in 2009 in sub-Saharan Africa economies have been reported as having the lowest level of productivity (Coole, 2009). Nigel, (2009) points out that Human Resources Management practices have significant impact on organizations productivity. According to Nigel training and development, team work, human resources planning and performance appraisal are do influence employee performance.

The constitution of Kenya 2010, gave rise to county governments with the 2013 general elections marking the official launch of 47 Counties, “L” County included. Since

then, functions and funds have been transferred to the new counties, and new county institutions have gained prominence. The County Governments are under the leadership of the Governors with of a couple of departments as stipulated in the fourth schedule Part 2 of Constitution Of Kenya 2010 namely:-Executive, Treasury, Education, Health, Water, Environment & Natural Resources, Youth, gender and sports, Transport and infrastructure, Agriculture, livestock and fisheries, Tourism, land and planning.

Each function is under the management of an Executive Member assisted by a Chief Officer, but the County Secretary heading the Administration Department is the Chief Executive Officer. The chief officer is mandated to ensure that there is smooth operation of the County (Alande, 2013).

Strikes and go slows have been witnessed in most of the counties since their inception. Alande (2015) has pointed out the case of increasing client complaints being experienced in almost all counties mainly because of poor service delivery. In "L" County, there has been a hue and cry over the quality of services ranging from poor garbage and solid waste management, pollution, water shortages and poor roads among others. The main reason cited is poor service delivery by the employees. This is nothing other than poor performance meaning that the employee productivity is very low. This has challenged the researcher to examine the factors that influences the employee performance in "L" County. Understanding such factors could enable the county raise the employees performance so as to provide satisfactory services and in a better way

#### *Statement of the Problem*

After the Promulgation of the constitution of Kenya 2010 and thereafter, the 2013 general election, a number of people left other sectors of the economy including renowned companies and joined the work force of the County governments (Chebet, 2015). This was as a result of perceived attractive compensation and better terms of engagement, coupled by high level of optimism which a lot of people had. It was then expected that the quality of services, effectiveness and efficiency by employees would be impeccable. This is not the case as quite a number of studies have pointed out the poor performance of employees in various County Governments. Various reasons have been cited for this state of affairs. Some of the reasons cited include subjective performance appraisal, poor working conditions, leadership method, employee management method, training, compensation, and political factors. This study embarks on trying to determine those factors which affect employees' productivity in County Governments to the due to many complaints documented on the poor services offered to citizens by the County Governments.

#### *Research Objective*

This general objective is to investigate factors that affect County Government's employees' productivity in Kenya

The specific objectives were

1. To establish the effects of staff skills on employee's productivity at "L" County Government
2. To establish the effect of Motivation on employees productivity at "L" County Government

#### *Research Questions*

1. What is the effect of skills on employee productivity at "L" County Government?
2. What are the effects of motivation on employees' productivity at "L" County?

#### *Theoretical Literature Review*

This research was underpinned by the following theories: Classical Approach Theory, Systems Approach Theory, Contingency Approach and Motivational Theory

#### *Classical Approach Theory*

The Classical approach theory emphasizes Training on the job and the provision of monetary incentives to raise employee performance. According to the theory, it is possible to increase productivity from individual workers. This can be done through training the workers on the job. This can be enhanced by providing incentives to the employee. Monetary incentives are cited as one way of motivating the employee. According to this theory, the two, (Training on the job and the provision of monetary incentives) can act as the major factors for higher levels of output.

The twin goals of Productivity and efficiency as explained by Fredrick Taylor's principles of scientific management offer a scientific approach on raising productivity. Such an approach as explained by Taylor comprises of three central elements:

Gathering knowledge of employees' abilities to work based on the work process used, tightly controlling workers activities by removing discretion, standardizing work procedures and time allowed for each procedure. Through this approach, the worker is made to believe that they will get compensation commensurate with their input while the management can expect increased output. For the employee to maximize his compensation, he needs to reach peak performance (Owen et al, 2007).

#### *Systems Approach Theory*

According to Jackson, (2007), the systems approach theory indicates that everything in the organization is linked to everything else in the organization. As such, there is a place for everything and everything in its place. At the final end, there is stability in the organization. Jackson concludes that it is the management who has the responsibility to plan, organize, control and coordinate all the activities of the organization.

According to (Hatch, 2006), the systems approach focuses on the interrelationships of structure and behavior. The organizational structure will modify behaviour and vice versa.

The organization is seen both as a whole and as part of a larger environment. This environment includes the relationships between the technical and social variables within the system. In this regard, technology is believed to be a critical factor affecting the organizational design contrary to the assertion of one way relationships as seen in the classical theory.

From the arguments of Judge (2007), the systems theory of organization consists of five components; inputs, process, outputs, feedback and environment.

According to judge, inputs are the material, human, financial and the information resources transformation, process is the management's use of production technology to change the inputs into outputs, Outputs include the organization's products and services. Feedback is the knowledge of results that would influence the selection of inputs. The Environment is the social, economic and political forces that influence the organization.

According to Jackson (2007), employing Henri Fayols' Principles of Management can result to more and better work from the same effort through the benefits of specialization. This, in addition, has to be in an environment where discipline and authority are paramount. From Jackson's arguments, authority brings in responsibility and so generates useful actions. Here, discipline is essential such that workers receive orders from only one supervisor thus providing a unity of direction. From this argument, it is clear that effective coordination requires that there should be one leader and subordination of individual group interests with the interests of the organization taking precedence over those of the individual. However, respect for line authority needs to be reconciled with the need for initiative at lower levels order in organization's hierarchy.

#### *The Contingency Approach*

According to Judge et al (2007) the contingency approach emphasizes the need for flexibility. There is no one best way to structure or manage organizations but management decisions should take situational and contextual factors into account. Management's job is to learn and identify the specific characteristics of the situation and then fit solutions to overcome these contingencies.

The size of the organization, the technology employed, the industry characteristics and the environment in terms of external changes and uncertainty are some of some of the Contingency factors influencing organizational design and effectiveness.

the contingency theory is criticized on the basis of lacking a clear description of what the organization is in light of the fact that some businesses have the ability to create can create their own environments or influence the existing environment to their advantage. The contingency approach draws attention to the possibilities of different structures of the organization,

each with a different impact on the organizational effectiveness (Judge, 2007).

#### *Motivational Theories*

Many commentators on the theory believe that motivation is the driving force behind human behaviour. For the many proponents of this approach to employee motivation, businesses are basically formed with the intention of achieving certain objectives and thus to be successful. Despite this, businesses or organizations are run by human being or human resources. It is not lost in this approach that human resources are the most difficult resource to manage for any organization. People have to be interested enough in what they are set out to do in the organization if they are to perform in the way they are expected to. If they are not interested and are not driven into action from within, there is little the organization can do to improve its performance (Rousseau, 2009).

According to Mullins (2007), employees need to be motivated. Mullins describes Motivation as a managerial process of engaging employees into behaviour whose objective is to drive the organization to effectively achieve its objectives. Other scholars when analyzing this approach define Motivation as a process that is initiated by a physiological or psychological need, which causes a specific behavior or drive in order to achieve a goal or incentive. In this definition, motivation is seen in three dimensions which are independent and interacting elements, needs, drive and incentives.

Mullin (2007) defines motivation as the 'degree to which an individual wants are met. The employee will choose to engage in certain specified behaviors' depending on the level of motivation. Accordingly, employee's behavior is determined of by the availability of what motivates them.

Rousseau, (2009) argues that the underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfill some need or expectation. Their performance is a product of both ability and the level of motivation. The relationship between organization and its members is influenced by what motivates them to work and the rewards and fulfillment they derive from it. The work organization, and the design and content of jobs can have a significant effect on the satisfaction of staff and their levels of performance (Rousseau, 2009).

Hatch et al (2006) explains that the management needs to know how best to elicit the cooperation of staff and direct their efforts to achieving the goals and objectives of the organization. He has strongly hinted that motivation is the key to achieving organizational objectives. To Hatch, Motivation could be extrinsic or intrinsic. Motivation is extrinsic where tangible rewards such as salary and fringe benefits, security, promotion, contract or service, the work environment and conditions of work are the primary causes. Such tangible rewards are determined at organizational level and may be

outside the control of individual managers. However, the organization as a whole should cultivate this type of motivation by putting on place systems that work towards the provision of such.

Intrinsic Motivation results from the provision of psychological rewards. Such rewards include the opportunity to use one's ability. This is simply empowering the individual employee by the provision of such things as individualized training. According to Armstrong (2006), making work challenging to the employee raises the worker's motivation. Other such motivators include the employee receiving some form of appreciation and positive recognition. To Armstrong, these motivators are available to line managers and can be employed with a very high degree of success.

#### *Empirical Literature Review*

##### *Effect of Staff Skills and Productivity*

Lawrence, (2010) argues that skills development in organizations is a key plank in improving organizational performance. For organizations to become competitive, it must have the skills needed for its sector. This means that organizations that go out of their way to have their employees acquire the necessary skills will ultimately do better than those who frown at such undertakings.

Skills are acquired through training and practice (Pigors P, 2007). Training should be planned, should be systematic and should also be geared towards obtaining some predetermined objectives. Pigors demonstrates the positive co-relationship between training and performance. This is because of the fact that training imparts the ability to perform the tasks with ease and efficiency

Training generates benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior, Organizations that are dedicated to generating profits for its owner's shareholders, providing quality service to its customers and beneficiaries, invests in the training of its employees (Pigors P, 2007).

Training should be tied to the potential of earning more money; this is a highly motivating factor since because a highly motivated trainee learns much more quickly than a less motivated trainee. The possibility of promotion and or recognition also influences the learning curve. The learning curve is steeper where the two are a real possibility.

The management should also prompt the employee to acquire more training. This is through communicating to the trainee that such possibilities are possible where new skills and competencies in line with the organization's objectives are acquired (Elliot. 2009). Productivity can be defined as the

achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed. Efficiency and effectiveness are ingredients of performance with training being a way of increasing individual's performance (Shaker A, 2003).

According to Nigel et al (2009) employee's productivity must be expressed as measure of how well the individual workers output compare to some set standard. Good performance shows a high measure against the set standards. In every organization there are some expectations from the employees with respect to their performance. And when they perform up to the set standards and meet organizational expectations they are believed good performers. Functioning and presentation of employees is also termed as employee performance. This means that effective administration and presentation of employees' tasks which reflect the quality desired by the organization can also be termed as performance (Marten, 2012).

##### *Effects of Motivation and Productivity*

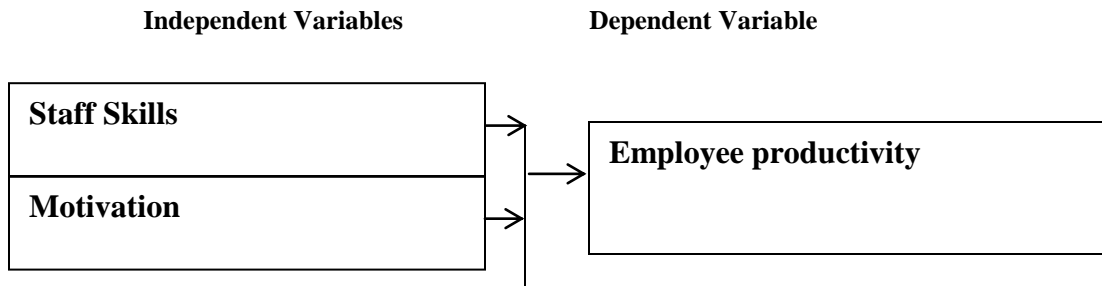
Armstrong (2006) defines motivation as the psychological process that arouses and directs people's goal-oriented behaviour. They ask why people do the things they do and they answer that they are mainly motivated to fulfill their wants and their needs. They continue to suggest that motivation can result from two types of rewards. First is extrinsic reward which is the pay off, such as money a person receives from others for performing a given job. The second is intrinsic reward which is the satisfaction in performing the task itself and a feeling of accomplishment. Also says that there is now substantial research showing that motivation brings high employee (Consuelo, 2010) involvement in organization activities and this enhances the perceptions of employees since they feel valued by the organization.

Armstrong (2006) argues that capacities of employees are not only the product of their competencies but also of the motivation and opportunities to utilize those competencies. He says that Motivation can come in the form of financial incentives, the opportunity to get involved in company projects, a career path that leads to growth and direct involvement in management. He also observes that human resource management literature has largely emphasized the use of performance-based pay, feedback, employment security, recognition, teamwork and training to motivate employees. Motivation can create a productive work force but lack of motivating factors can leave employees searching for reasons as to why they should give their maximum efforts in their work (Coole, 2012).

Staff motivation improves employee performance by creating a favorable environment for work and gives employees positive attitude and morale towards work.



Figure 1: Conceptual Framework



II. RESEARCH METHODOLOGY

Research Design

This study has adopted a descriptive survey research design. This is because it attempts to collect data from members of a population in order to determine the current status of that population in respect to one or more variables. In addition, descriptive research design was thought suitable because the researcher was to collect data and report the way the situation is without manipulating any variable as explained by Consuelo, (2010).

Target Population

The target population was all the employees of County Government of ‘L’ who are stationed at the county headquarters in Nanyuki town. The County Government of ‘L’ human resources department has listed 1875 employees who are based at the Nanyuki headquarters. The employee databank indicated that the organization had a total of 1800 employees spread between eight ministries and directorates. The target population was thought sufficient to allow for generalizations on determinants of employees productivity in County government of ‘L’ and the other County government in Kenya. The targeted population is spread as indicated in table 1.

Table 1

Ministry/Directorate	Number of Employees
Public Service and County Administration	310
Finance & Economic Planning	240
Health	256
Agriculture, Livestock and Fisheries	120
Water, Environment and Natural Resources	95
Land, Infrastructure and Urban Development	360
Directorate of Energy, Roads and Transport	280
Education, Gender, Youth, Sports and ICT	139
<b>Total</b>	<b>1800</b>

Sample and Sampling Technique

Sample size

The main factor to consider in determining the sample size is the need to keep the sample size manageable enough. A

sample size of between 10 and 30% of the population is considered as adequately representing the population it is drawn from.(Consuelo, 2010). A sample size of 10% will be used to ensure that the sample size is manageable enough.

Sampling Technique

The study has employed the Stratified random sampling method to get a suitable sample from the population. Employees are grouped in their respective categories and then randomly selecting 10% of the respondents from each category. This allows every individual to have a chance of being included in the sample. The sample population is as shown in Table 2.

Table 2: Sample Population

Ministry/Directorate	Population	Sample size
Public Service and County Administration	310	31
Finance and Economic Planning	240	24
Health	256	25
Agriculture, Livestock and Fisheries Development	120	12
Water, Environment and Natural Resources Management	95	10
Land, Infrastructure and Urban Development	360	36
Directorate of Energy, Roads and Transport	280	28
Education, Gender, Youth, Sports and ICT	139	14
<b>Total</b>	<b>1800</b>	<b>180</b>

Research Instrument

The research used a questionnaire as the research instrument. The questions were designed to elicit responses appropriate to the questions that needed to be answered for the study to achieve its specific objectives. The Questionnaires were distributed to randomly selected staff in their respective offices. This provided an opportunity for respondents to think through their answers and consult where necessary.

Pilot Study

Since the questionnaires were self-administered they were pre-tested to ensure elimination of vague questions for ease of understanding by giving a few to some of the employees

before the actual study. The responses obtained from these initial questionnaires guided the research in formulating appropriate questions that enabled respondents to provide relevant and precise information needed for the research. They also made tabulation of information much easier among other benefits of using the tool

#### *Data Collection Procedure*

#### *Validity*

A pilot study was conducted to help establish content validity of the questionnaire. The questions were carefully constructed and refined after the pilot study. The research instrument was also reviewed and amended by experts in the area of study

#### *Reliability Test*

To establish the reliability of the questionnaires the instrument was provided to a total of 35 respondents (at least 10% of the sample size) at the county government. The reliability respondents were repeatedly asked the same questions and the answers were eventually used in the construction of the final questionnaire.

#### *Data Analysis and Presentation*

Both qualitative and quantitative data was collected. Data collected was then be classified according to the properties that characterized each of them. Respondents' total scores and percentages were used to analyze the data. Respondents' scores were analyzed in descriptive statistics using tables and percentages. Furthermore charts and graphs are used in presentation the results of data analysis.

#### *Ethical Considerations*

Full consent of all respondents was sought before the questionnaires were administered. All subjects were assured of total confidentiality and the data obtained was to be used for research purpose only. The study tried to avoid creating any form of risk to the participants. There were no direct benefits to the respondents but the results are expected to be of value to the entire organization.

### III. RESEARCH FINDINGS AND DISCUSSION

#### *Education Levels*

Table 3: Education Levels

Education Level	Frequency	Percentage (%)
Primary school	0	0.0
Secondary School	50	27.8
Diploma	74	41.1
Degree	42	23.3
PhD	4	2.2
Non response	10	5.6
<b>Total</b>	<b>180</b>	<b>100.0</b>

Data collected and analyzed shows that the majority of the employees at the county government of "L" have attained at least some post secondary level of education. Those holding a diploma certificate are 41.1% of those sampled, secondary school certificate holders are 27.8%, with degree holders are 23.3%, while none hold only a primary school certificate. The indication is that the level of education here is relatively high with employee trained in various fields to relatively high levels. We can expect the level of skills to be high.

#### *Need for Professional Qualifications*

Table 4: Need for professional Qualifications

	Frequency	Percentage (%)
<b>Strongly agree</b>	50	27.8
<b>Agree</b>	100	55.5
<b>Strongly disagree</b>	6	3.3
<b>Disagree</b>	10	5.6
<b>Neutral</b>	4	2.2
<b>Non response</b>	10	5.6
<b>Total</b>	<b>180</b>	<b>100.0</b>

There is agreement by the majority that there is need to have professional qualification for the work they do. The majority agree (55.5%) followed by 27.8 percent who strongly agree that one needs to have professional qualification for the work they do. This question and the response indicate the need to have the professional skills to perform the duties assigned.

#### *Frequency of Trainings/Seminars per year*

Table 5

How many times do you attend trainings/seminars per year?	Frequency	Percentage (%)
<b>Several times per year</b>	20	11.1
<b>Once per year</b>	30	16.6
<b>Never</b>	120	66.7
<b>Non response</b>	10	5.6
<b>Total</b>	<b>180</b>	<b>100.0</b>

Majority of employees (66.7%) do not go for any trainings or seminars at all. The indication is that the majority of employees do not upgrade their skills at all. Only a minority (11.1%) and probably the top managers of sections go for seminars severally per year. Without upgrading the skills, we cannot expect the productivity to increase among this big majority.

*Professional Qualifications and Productivity*

Table 6: Professional Qualifications and productivity

Professional qualifications :	Frequency	Percentage (%)
Greatly enhances productivity	120	66.7
Moderately enhances productivity	30	16.5
Does not enhance productivity at all	10	5.6
Don't know	10	5.6
Non response	10	5.6
<b>Total</b>	<b>180</b>	<b>100.0</b>

From the analysis of the responses, the majority (66.7%) are of the view that professional qualifications greatly enhance one's productivity. For 16.5% of the respondents, there is a moderate enhancement of productivity with professional qualifications. There is a small minority (5.6%) who are of the opinion that professional qualifications do not enhance productivity at all while another 5.6% of the respondents do not have any idea whether professional qualifications enhances productivity or not.

*How well employees are inspired by their superiors to work better*

Table 7: Extent to which employees feel inspired by their superiors

Level of inspiration by superiors	Frequency	Percentage (%)
Highly inspired	30	16.5
Moderately inspired	39	21.8
Not inspired at all	63	35.0
Don't know	38	21.1
Non response	10	5.6
<b>Total</b>	<b>180</b>	<b>100.0</b>

Superiors do not inspire their juniors according to the majority. From the data analyzed, 35% of employees do not feel inspired by their superiors at all by their leaders, 21.8% feel moderately inspired, while 16.5% are highly inspired. The greater majority who feel uninspired at all indicates that there is poor leadership.

*Managements Interest in Motivating Employees*

Table 8: Management's Interest in Motivating Employees

Management is interested in motivating employees	Frequency	Percentage (%)
Strongly agree	25	13.8
Agree	34	18.9
Strongly disagree	63	35.0
Disagree	38	21.1
Neutral	10	5.6
Non response	10	5.6
<b>Total</b>	<b>180</b>	<b>100.0</b>

The majority are of the opinion that the management is not interested in motivating the employees. This is because the majority (35%) strongly disagree with the statement that management or leadership for that matter is interested in motivating the employees. However, there is a sizeable number (18.9%) who agree with the statement while 13.8% are in strong agreement with the statement. The implication is that leadership is poor as it does not really motivate the rank and file employees.

*Sources of motivation for Employees*

Table 9: Sources of motivation for Employees

Management is interested in motivating employees	Frequency	Percentage (%)
Remuneration	70	38.9
Working conditions	65	36.1
Recognition	30	16.6
Promotion	5	2.8
Non response	10	5.6
<b>Total</b>	<b>180</b>	<b>100.0</b>

Remuneration tops the list of the factors that motivate employees at the organization with 38.9% of respondents saying that remuneration is their greatest motivator here. Another 36.1% are motivated by working conditions while 16.6% are motivated by being recognized. The implication of this data is that the county government of "L" probably does not remunerate its employees as much as they hope for or as according to their perceived worth. Another implication is that productivity cannot be expected to be high with so many employees feeling that they are not motivated enough because their basic motivator is not met.

*Level to which the organization provides the motivating factor to employees*

Table 10: Extent of provision of motivating factor to employees

This organization provides you with what motivates you	Frequency	Percentage (%)
Highly	21	11.6
Moderately	25	13.9
Low	102	56.7
Not at all	22	12.2
Non response	10	5.6
<b>Total</b>	<b>180</b>	<b>100.0</b>

This organization does not provide the employees with what motivates them. According to the data collected and analyzed, 56.7% of the employees feel that the extent of providing them with whatever motivates them is low, moderate (13.9%), and high (11.6%), not at all (12.2%). As such, majority of employees cannot be motivated to improve their productivity.

*Level of improving individual's service delivery levels with the organization providing the individual's motivating factors*

Table 11: Extent individual's improvement with right motivation

To what extent would you improve in your service deliver if you were provided with what motivates you?	Frequency	Percentage (%)
<b>Very high Improvement</b>	92	51.1
<b>Moderately improvement</b>	63	35.0
<b>Low improvement</b>	15	8.3
<b>Not improvement at all</b>	0	0.0
<b>Non response</b>	10	5.6
<b>Total</b>	<b>180</b>	<b>100.0</b>

Should the management organization deliver to employees what they feel motivates them, majority (51.1%) would make a very great improvement in the individual delivery of services. Another 35% would make a moderate improvement while 8.3% would realize a low improvement individually in their work delivery. None would not realize any improvement. The indication is that productivity would improve with the right motivator for the individual employee

#### IV. SUMMARY OF FINDINGS

The response rate for this study is very high at 94 %. As mentioned in the analysis, this rate means that the study findings are representative of the population and as such valid. Gender wise, though males are more than females, still the sample population meets the agreed minimum of gender parity where neither gender is less than 60% of the total. Males constitute 61% of the population while females constitute the rest (39%). All working ages are represented by the sample population. That is there are representatives from the lowest working age of 18 years to the age of 57 years and above. This indicates that there is no bias towards any one age group and the responses are therefore valid as they reflect all working ages.

Employees are well educated with all levels of education from secondary school to PhD being represented. This indicates a high level of skills amongst the population. The expectation is that due to the high levels of education, productivity of the individual should be high. However, there are other factors in play here other than education. Hardly do the employees advance their training through seminars and other means of imparting skills and knowledge. The effect is that skills do improve productivity but they need to be upgraded regularly. This does not happen here as only a minority attended trainings and seminars on a regular basis. Still, there is general agreement that there is need to have professional qualifications for the work or tasks one does. Those without such skills need to have them, yet they hardly ever attend any training and it can be safely assumed that such skills are absent amongst the majority of the workforce. The overall effect is that skills improve productivity but one needs to constantly update them to maintain that productivity. For this

county government, it needs to have the employees attend regular trainings to enhance their skills by organizing for seminars, in-house trainings etc. this is clearly shown by the statistics where the majority (66.7%) agree that professional qualification greatly enhances productivity of the individual.

In this organization, employees are not motivated. They are of the opinion that the leadership does not support them adequately. Without leadership support, productivity cannot be expected to be high. Further analysis of the collected data supports this assertion. The majority of employees (23.9) are not satisfied with the support they receive from the top managers in the human resource department. The implication is that the majority do not feel that there is good leadership. The effect on productivity is largely negative. Support for this comes from the fact that few feel inspired to do better their leaders. This is because the majority, (35%) feel that the leadership does not inspire them at all. Additionally, there is ample evidence that the leadership does not and is not interested in motivating the employees. The support comes from the fact that 35% of the population are of the strong opinion that management is not interested in motivating the employees.

Employees are largely motivated by a good remuneration as is the feeling of the majority at 38.9%. Further analysis indicates that the management does not provide the motivating factor to an appreciable extent. This is the opinion of 56.7% of the population. The import of all this is that the employee is not motivated as much as he/she could be. From the empirical literature, it is a fact that motivated employees are more productive. Thus, productivity in this organization is low simply because the employees are not motivated. Therefore lack of motivation for any reason should lead to low employee productivity. This is borne by the data analyzed which points out that Should the management organization deliver to employees what they feel motivates them, majority (51.1%) would make a very great improvement in the individual delivery of services. The indication is that productivity would improve with the right motivator for the individual employee.

#### V. RECOMMENDATIONS

From the study, several recommendations may be made. For one, there is poor leadership that is uninspiring to the majority of employees. For this reason, the management needs to change its leadership style and adopt a leadership style that inspires the employees to reach higher in their service delivery. This if adopted will raise productivity of the employees. This is because there is a direct relationship between the type of leadership and productivity as established in the analysis. This applies to all other similar organizations (county Government). They need to have inspiring leadership if the level of productivity is to rise.

Motivation is a factor of productivity as demonstrated by the findings of this study. However, employees are motivated by different things. Top among them is remuneration and



management of every organization needs to recognize this and provide it. Should this happen, level of productivity will rise accordingly. It is recommended that the management should go out of its way to motivate employees for productivity to rise. Again, employee should feel supported by their superiors for productivity to rise.

Education attainment is important for basic skills. However, this must be complemented by professional trainings which should be regular for all employees. It is recommended that this particular organization and other similar organizations should scout for the employees with professional skills in the jobs they are assigned to and not just that but also institute trainings regularly to enhance the skills as the work environment is continuously changing for productivity to improve. There is ample evidence that with professional qualifications coupled with regular trainings, the level of productivity would improve to very great extent.

## VI. CONCLUSION

From the above discussion, the study concludes by saying that county government s and other similar organizations are facing poor employee productivity as a result of four factors working together. Though they have highly educated employees, they are not training them regularly and as such their level of skill remains low. For this reason, their productivity hardly rises but more often it goes down. This translates to poor service delivery. Skills acquisition and upgrading is thus important in ensuring a rise in productivity. This answers the research question “what are the effects of skills on productivity” by saying that the level of skills has a positive and direct relationship with productivity in that the higher the level of skills and the more they are upgraded, the more we can expect productivity to rise.

On the other hand, motivation is very important in determining the level of productivity. Less motivated employees have low productivity. The research question on what the effects of motivation are on productivity is addressed, thus answered in that motivation would increase productivity of the individual employees and the organization as a whole.

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